

APPENDIX 2
Major Capital Projects
(\$000s)

EX16.36
Life -to-Date

Project name	Comments/Issues	2015 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected	Approved Budget	LTD				Planned	Revised		
Economic Development and Culture													
Fort York Visitor Centre Exhibits	Building open for public visitation; exhibits under construction	1,322	1,321	1,321	21,912	21,912	On Track		Jun-15	Jun-16	Jun-16	Ⓞ	Ⓞ
Casa Loma Phase 8	Project on schedule for completion in year 2016	5,442	4,190	4,190	6,115	4,863	On Track		Jun-14	Apr-16	Apr-16	Ⓞ	Ⓞ
The Guild Revitalization	Project originally delayed by third party redevelopment of Bickford hotel banquet facility. Recent progress with Dynamic Hospitality's Site plan application has re-focused the project.	1,111	709	709	1,200	798	On Track		Jun-14	Dec-15	Jun-16	Ⓢ	Ⓢ
LTHCS													
Kipling Acres Site 2 (Phase 3)	On track	30,148	20,993		47,500	32,611	Construction is ongoing.	Kipling Acres' minor delay is due to updated project completion schedule. The project is expected to be completed by July 2016 on budget.	Sep-14	Mar-16	Jul-16	Ⓞ	Ⓢ
Shelter Support & Housing Administration													
CAP REPAIRS/REPL-CITY OPERATED HOSTELS		1,500,606	760,438	760,438	1,575,000	834,832	On Track		Jan-15	Dec-16	Dec-16	Ⓢ	Ⓞ
CAPITAL REP/REPL - LEASED BLDG		100,000	5,061	5,061	100,000	5,061	On Track	Some of the larger project work at Landsdowne could not proceed until additional funding could be identified	Jan-15	Dec-16	Dec-16	Ⓢ	Ⓞ
SHELTER DEV/REDEVELOPMENT		6,123,608	5,092,374	5,092,374	13,488,429	12,457,196	On Track		Jan-15	Dec-16	Dec-16	Ⓞ	Ⓞ
KINGSTON ROAD		8,200,000	0	0	8,200,000	0	On Track	The property was acquired in February 2016. The division will verify that all closing costs have been posted and return any unspent money to the land acquisition fund in 2016.	Jan-16	Dec-16	Dec-16	Ⓢ	Ⓞ
HOMEWOOD AVENUE		3,000,000	0	0	3,000,000	0	Cancelled	A report to Budget Committee is forthcoming in 2016 to uncommit this project from the capital budget. So that Section 37 funding can be used for other initiatives.	Jan-16	Dec-16	Dec-16	Ⓢ	Ⓢ
Toronto Paramedic Services													
NW DISTRICT MULTI FUNCTION - FACILITY	Demolition and site prep is complete. Constructions will begin in the 2nd quarter of 2016 with projected completion on target for January 2017.	2,350	731	n/a	11,455	1,519	Delayed	This project has been delayed by various issues such as land acquisition delays, asbestos abatement and a delay in the site services plan. However, completion of the project remains on track for early 2017.	Jan-14	Jan-17	Jan-17	Ⓞ	Ⓞ
Transportation Services													

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F. G. Gardiner*	<p>Overall, work is proceeding as scheduled on the F.G. Gardiner Rehabilitation Program.</p> <p>Gardiner Expressway West Deck Replacement. Negotiations with contractor to accelerate Phase 1 from the original completion date of June 30/15 were successful and the work was finished the last week of April 2015. Cost Impact of \$2M for Phase1 – this amount represents a premium for accelerating the schedule and is within the contingency allowance. Work on Phase 2 in progress, with a planned completion in 2016.</p> <p>At-Grade Bridges Rehabilitation (3) - All the lanes of the Gardiner have been returned into service with nightly lane closures required to complete remaining work. The permit to gain access to the Metrolinx ROW was received in June 2014, but there are limits with this access. The Contractor is working day and night 2 shifts @ 9 hrs each. ECS staff are working with the project engineering consultant and contractor to explore options to make-up time lost. Cost Impact: None</p>	43,918	33,472	38,739	1,033,650	102,023	On Track	N/A	Apr-13	TBD (subject to completion of design phase)	N/A	G	G
<p>*The total project cost for the Gardiner reflects the 2012 - 2024 costs. The 25 year project cost based on the Council approved Strategic Plan is \$1.879 billion.</p>													

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Facilities, Real Estate, Environment & Energy													
Union Station Revitalization	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <p>Stage 1 contractor expected to be completed and off site by June 2016.</p> <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bloor concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade - Completion of lower level and East Wing retail space 	129,244	13,153	115,919	800,659	555,652	On Track	<p>Issues include: Honouring the Heritage status of Union Station., performance issues with the GC/CM of Stage 1, the prime consultant, and other subcontractors, including claims, environmental and unforeseen site conditions, coordinating and carrying out construction while maintaining operations at the Station. In addition, the Stage 1 contractor has filed a claim against the City for direct and indirect work.</p> <p>To mitigate risks, project teams have responded with value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments, and consideration of different construction methodologies.</p> <p>The project team is also working with internal and external legal council to assess the validity of the Stage 1 claim and prepare the City's counter-claim against the GC/CM.</p> <p>Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors. The revised project budget does not include the cost of these claims. Staff have taken steps to protect the City's interest with respect to these claims, however any future decision resulting in a need to pay out any claims will result in a need for</p>	Sep-09	Current Plan - Dec-2017 (Original end date was May-2016)	Dec-17	Ⓞ	Ⓞ
St. Lawrence Market North Revitalization	<p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to twelve months is expected as a result. Design of new building continues to be finalized during this time.</p> <p>Demolition of existing building expected in Q3 2016, followed by tender and award of permanent building contract in Q3/Q4. Construction expected to begin in Q1 2017.</p> <p>Construction of interim market completed in June 2015 and open to public.</p>	14,169	-759	1,500	91,458	6,709	Delayed	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains. A four stage archeological process is currently underway. Exact delay in timeline will not be known until Ministry review of consultant's report.</p>	Temp Market: Actual Start Date - Dec-14 (Planned start date was Sept-14) New North Market: Planned: Dec-14 Revised Plan: Jan-17	Temp Market: Dec-14 New North Market: Dec-18 (Original end date was Dec-14)	Temp Market: Actual End Date- June-15 New North Market: Dec-18	Ⓞ	Ⓜ

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Nathan Phillips Square Revitalization	The project is substantially complete. The project team is in the process of closing out and settling the remaining contracts.	146	-4	146	60,396	59,722	Completed	No remaining issues/risks. Cost Impact: None	Sep-08	Dec-2015	Dec-15	ⓐ	Ⓨ
Old City Hall HVAC	Substantial completion was awarded. Minor deficiencies work remaining.	573	4	573	36,900	36,330	Completed	Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project. Statement of Claim Notices was received by the City from the project contractor and is under review with internal legal/project team.	Feb-10	Aug-15	Aug-15	ⓐ	ⓐ
Financial Services													
Financial Planning and Reporting System - FPARS	System went Live in 2013 with improvements completed in Q1 2015 as follows: <ul style="list-style-type: none"> • Program Maps for 155 City Services refined for use in 2016 Operating Budget Process. • Performance inventory created with 900+ associated service metrics for planning and budgeting improvements. • New forms, functionality and reports developed for 2016 Budget • Data validation and quality improvements implemented for service based variances. • Training curriculum development for roll-out of analytics and reporting. • Dashboard development on track with expected launch date in Q4. • Assisted divisions in entering key figures (actual and targets) for performance measures required for 2016 budget process. • Assisted divisions in finalizing service level measures required for 2016 budget process. 	8,390	401	5,822	60,820	49,082	On Track	• PBF implementation required minor rework at beginning of the year which impacted the Enterprise Performance Management (EPM) portion of the project that could not start until PBF stabilized. <ul style="list-style-type: none"> • YTD spending also reflects settlement with vendor that credited project with approximately \$2.1 million plus an additional \$0.2 million in settlement costs. 	Jan-10	Dec-16	Dec-16	ⓐ	ⓐ
SAP-Supported Cross-Application Timesheet (CATS)	Completed Business architecture that defines common business process patterns for scheduling staff work and reporting their attendance with a primary focus for Toronto Paramedic Services and Parks Forestry and Recreation business with an understanding to expand across the City.	2,728	1,552	2,100	7,540	510	On Track	• Project experienced approximately 3 month to award contract, co-ordinating with other projects and hiring of resources.	Jan-14	Sep-16	Sep-16	ⓐ	ⓐ

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Information & Technology													
Web Revitalization: Web Refresh Phase 2	<p>Revitalize the look and feel of the City's web site www.toronto.ca and restructure the information on the web site to enable client centric accessible information and services to improve customer service and overall public user experience in accessing their City. This includes a new service oriented design, an assessment and implementation of a new web platform and migration of all web site data and service to the new structure and environment.</p> <p><u>Major Deliverables:</u> 2015: - Complete business needs definition (June 2015) - Establish new model to manage web content on www.toronto.ca (Sept 2015)</p> <p>2016: Complete a new design for www.toronto.ca to (Q1-2016) 2017: Public Launch of new www.toronto.ca (Q3-2017)</p> <p>Budgets are estimates and will be confirmed after platform direction and decision from the assessment is established.</p>	4,079	2,536		9,278	7,627	On track		Apr-14	Dec-17		Y	G
Enterprise Time, Attendance & Scheduling Management Solution	<p>An enterprise-wide solution that allows divisions to manage resource schedules and time and attendance reporting with one point of entry. The solution will integrate with SAP. Toronto Paramedic Services and Parks, Forestry & Recreation Divisions will be the initial pilot in scope for the project.</p> <p><u>Major Deliverables (TASS):</u> 2015: Select and Procure Solution and Services (June 2015) 2016: Rollout Time & Scheduling to Toronto Paramedic Services and Parks Forestry & Recreation (Q3) 2017: Plan City Wide roll out and budget implications based on 2016 rollout (Q1)</p>	6,718	4,683		12,848	5,109	On track		Jan-14	Jan-17		Y	G

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Employee and Management Self Service Portal Payroll	<p>Modernize payroll services by removing paper-based payroll/HR processes and allow City employees to access and update their payroll information and submit requests for managers to approve electronically through a secure web portal, either for within the City's intranet or public internet.</p> <p>Major Deliverables (ESS/MSS):</p> <p>2015: Automate 12 payroll/HR processes for employees and management (Aug-Oct 2015)</p> <p>2016: Automate 17 payroll/HR processes for employees and management (Q1-Q4 2016)</p>	6,717	4,048		7,419	6,814	Delayed	<p>Wave 1: Completed development of 14 forms & workflow process automation - Testing in progress. Focused on testing of forms and processes and addressing any defects found during testing.</p> <p>Launched Wave 1 on October 19th with 4 Employee Self Serve and 2 Management Self Serve Forms for roll out to Clusters A, B and C between October through November.</p> <p>Wave 2: Started wave 2 forms development for 3 of 15 remaining forms. (July)</p> <p>Started Planning of the Wave 2 rollout in 2016. (Sept)</p>	Jan-13	Dec-15	Q1-Q4 2016	Ⓞ	Ⓢ
Enterprise Work Management Program	<p>A multi-year program to implement a City-wide Work Management System to improve the maintenance and service delivery operations for 4 major divisions: Transportation Services, TW, SWM and PF&R.</p> <p>Budgets are estimates and will be confirmed upon completion of the RFP evaluation and planning and design work phase for the Program</p> <p>Major Deliverables:</p> <p>2016: Select and Procure Solution and Services (Q1-2016)</p> <p>2016: Complete Business requirements and process harmonization for common Work Management processes (Q1 - 2016)</p> <p>2017: Implement enterprise work management system to Urban Forestry (Q4-2017)</p> <p>2018: Pending completion of procurement and project planning, implement enterprise work management system by Q4-2018 for:</p> <ul style="list-style-type: none"> - Facilities and Equipment Maintenance in Solid Waste Management Services - Road Operations in Transportation Services - District Operations in Toronto Water 	3,710	1,468		8.13 (Trans)	3,475	Delayed	<p>Deliverables for 2015 is behind schedule due to complexity in RFP issuance. Overall project is on track to complete by December 2018 as planned.</p> <p>Evaluation of proponents submission commence and completion of scoring and review is in progress.</p>	Jan-13	Dec-18		Ⓡ	Ⓞ

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Enterprise Documents and Records Management Project	<p>The project will pilot a foundational technology to consistently manage, share, search and dispose of physical and electronic records, according to the City of Toronto Act and various legislation. Today the City has no means to manage electronic records and the system in use to manage physical records is unsupported since 2012. Both are considerable risks to the City. Revenue Services scope is being reviewed to pilot a few public services supported by EDRMS.</p> <p>Major Deliverables: 2015: Complete Planning for procuring and implementing the solution 2016: Select and Procure Solution and Services - Implement Enterprise Document and Records Management system with core business functions including integration with email records. 2017: Extend solution to include City's web content. Continue phased roll-out and decommission the current system. 2018: Continue roll-out of document and record management practices to City users</p>	3,151	391		10,980	4,043	Delayed	Under-spending due to delays in obtaining agreement for solution.				Ⓡ	Ⓨ
Email Replacement	<p>Implement Microsoft Exchange 2013. Migrate all users and their data from GroupWise to Exchange/Microsoft Outlook 2013. Develop and provide user training on new email system.</p> <p>Major Deliverables: 2015: - Migrate 22,500 email users to Microsoft Outlook (Jul-2015) - Decommission old email environment (Dec 2015)</p> <p>2016: Implement additional business functionality of new email system such as full name standards (Q2-2016)</p>	6,544	4,277		8,229	2,872	Delayed	Migrations are now complete. The project will continue into 2017 using additional resources to accommodate the enhanced functionality, stabilization and closeout activities required (e.g. GW decommissioning).	Jan-14	Feb-16	Jun-16	Ⓞ	Ⓞ
I&T Consolidated Data Centre	<p>Define and implement a data centre strategy to migrate and consolidate multiple data centres that currently exist in the City and are at full capacity together with other City Agencies as a result of the shared service study underway.</p> <p>Major Deliverables: 2015: Complete Shared Services Recommendations for Infrastructure Services, and Data Centre consolidation strategy. 2016: Complete planning for consolidation of 3 large data centres and several smaller facilities used by the City agencies and divisions. 2017: Implement in a staged approach the Data Centre consolidation strategy and plan.</p>	1,188	985		9,300	7,203	On track		May-14	Dec-17		Ⓞ	Ⓞ

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Business Continuity & Disaster Recovery Program	Develop and maintain with the business divisions a Business Continuity program for the City supported by a disaster recovery plan that manages the continuity of operations and service delivery to the public in the event of an unexpected outage caused by a major disaster for business processes or associated information technology. Major Deliverables: 2015: Complete Business Impact Analysis City Wide, IT dependencies/impact and Disaster Recovery plan (Dec 2015) - Deliverables (2016-2024) will be defined based on the developed plan in 2015 Budget estimates are long term high level projections that will be confirmed based on the output of the business continuity plans that are under way.	3,518	2,893		8,892	7,178	On track	Mobile devices recovery implementation proceeding ahead of Internet Security Infrastructure; I&T Division BIAs completed; Divisional IT dependencies being analysed. Internet Security Infrastructure planning/implementation deferred to 2016, IBMS solution brought forward to compensate. ESD (WebSphere) solution deferred to 2017 pending Internet Security Infrastructure.	Jan-13	Dec-24			ⓐ	ⓐ	
Pan Am Games															
Etobicoke Olympium Retrofit	Deficiency work ongoing.	594	40	594	8,800	8,246	Delayed	Outstanding deficiency work to be resolved. Funds held back for remaining deficiencies. Executive level involvement continues at Infrastructure Ontario (IO).	Jul-13	Jul-14	Substantial Completion Oct-14-14 Post-games Deficiency Work June 2016	ⓐ	Ⓨ		
Centennial Track Resurfacing	Warranty work ongoing	598	153	598	730	285	Delayed	The project has been completed. Outstanding deficiency work to be resolved. IO Lead Project	Jul-14	Oct-14	Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-15 Warranty Work December 31, 2016	ⓐ	Ⓨ		
Birchmount Track Resurfacing	Warranty work ongoing	373	282	373	456	381	Delayed	The project has been completed. Outstanding deficiency work to be resolved. IO Lead Project	Jul-14	Oct-14	Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-15 Warranty Work December 31, 2016	ⓐ	Ⓨ		

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York Track Retrofit	Warranty work ongoing	6	-792	6	1,596	1,596	Delayed	The Indoor Track project has been completed. Outstanding deficiency work to be resolved. IO Lead Project The Outdoor Track project has been completed. IO Lead Project	May-14 Jul-14	Aug-14 Oct-14	Apr-15 Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-2015 Warranty Work December 31, 2016	G	Y
BMX Track	Warranty work ongoing	1,225	1,208	1,225	3,954	3,937	Delayed	Outstanding deficiency work to be resolved.	Aug-14	Jan-14	Substantial Completion May-27-15 Post-games Deficiency Work Oct-9-15	G	Y
Radio Replacement Project													
Radio Communication Replacement Project	Significant milestones have been achieved, with the closeout of the COTS-FSA component and the migration of TFS to the new system. The remaining decommissioning activities and implementation of an alternate wireless network component will be completed by the end of 2016	13,906	10,224		55,491	51,809	Ongoing		Jun-12	Dec-16		G	G
TTC													
Toronto Rocket Yard and Storage Track Accommodation	Variance is due to prior year slippage and timing; cost estimate changes and construction delays for site services (stage 1) and advanced construction for Wilson Carhouse North Expansion, site services (stage 2) and system works. Substantial performance/deemed complete at Wilson Carhouse North Expansion, Greenwood Yard Track Conversion and south fence replacement - Completed detail design review: Davisville Carhouse Expansion, Keele Yard Retrofit, Kipling Station Track Expansion, Wilson Track and Structure Building Renovation - Completed scope design review at Wilson Carhouse Tracks 15 & 16 Expansion	46,501	45,733	45,733	514,295	115,476	On Track		01/01/2011	31/12/2019	TBD	G	G

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Leslie Barns Streetcar Maintenance and Storage Facility	<p>The TTC is building a new maintenance and storage facility, located at the corner of Leslie and Lake Shore, for its current fleet of streetcars. In addition, a new streetcar track will be installed to connect the City's streetcar network to the facility.</p> <p>The Leslie Barns project consists of four major contracts. The current status of these contracts is as follows:</p> <ol style="list-style-type: none"> <i>Soil Removal and Capping:</i> The site preparation contract was completed in January 2012. <i>Hydro One Cable Relocation:</i> The contract was completed in July 2013. <i>Leslie Barns Maintenance and Storage Facility:</i> This contract consists of the construction of the maintenance facility and storage yard on the site. The contract was awarded on April 12, 2012. The contract was initially expected to be completed in June 2014; however, construction delays have resulted in expected completion in 2015. TTC will have staged occupancy of the facility starting July 2015 and completion of the work is expected by Q4 2015. <i>Leslie Street Connection Track:</i> This contract consists of the construction of the streetcar tracks from the Leslie Barns site entrance to the existing streetcar network on Queen Street, associated utility relocations, road reconstruction, streetscape enhancements on Leslie Street and Queen Street, and the perimeter landscaping of the Leslie Barns site. The contract was awarded on April 8, 2013. 	100,663	76,131	76,131	506,622	429,598	On Track		01/01/2009	31/12/2016	31/12/2016	Ⓞ	Ⓞ
Easier Access - Phase III	<p>The Accessibility for Ontarians with Disabilities Act (AODA) was enacted in 2005 and requires all subway stations to be fully accessible by 2025. Phase II of the project was initiated to make twenty-three stations accessible. Phase III of the project will make the remaining subway/RT stations accessible by providing elevators, easier access fare gates, automatic sliding doors, signage improvements and minor modifications by</p>	24,414	25,938	25,938	467,953	226,397	On Track		01/01/2004	31/12/2025	31/12/2025	Ⓡ	Ⓞ

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Automatic Train Control (ATC) Resignalling project	<p>The Automatic Train Control System (ATC) project has two components: upgrading the existing signal system to improve reliability, and increasing customer carrying capacity with more trains on the line and more frequent service.</p> <p>In May 2015, the signal system upgrade was transferred solely to Alstom Power Transport Canada Inc. (Alstom) for YUS (including TYSSSE) to consolidate the work and responsibility of four contracts and two companies into a single contract with Alstom.</p>	100,800	53,196	53,196	562,835	266,551	Delayed	Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. During the transition from the two signaling suppliers to one, TTC forces have been redirected to non-ATC SOGR work and non-ATC closures which together with unused ATC closures accounts for under-spending.	01/01/2003	31/12/2018	31/12/2019	Ⓚ	Ⓚ
Fire Ventilation Upgrade	The project is comprised of two components: upgrading the subway ventilation system and constructing second exits at 14 high priority stations to reduce risk and enhance customer and employee safety in the event of a major fire in the subway system. The upgrades will provide significantly improved ventilation and exit	32,280	28,714	28,714	353,376	228,571	On Track		12/01/2006	31/12/2028	31/12/2028	Ⓜ	Ⓜ
McNicoll Bus Garage	The facility is planned to be constructed at Kennedy Road and McNicoll Avenue in Scarborough, and will store and maintain a combination of 250 articulated and regular buses. Advanced design funds from 2016 to 2015. Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.	3,190	3,327	3,327	181,000	7,079	On Track		01/01/2014	31/12/2020	31/12/2020	Ⓜ	Ⓜ
Fare System - PRESTO/TTC Farecard	<p>As of April 2015, PRESTO is available at 19 subway stations, and on the new streetcars servicing 510 Spadina and 509 Harbourfront.</p> <p>The legal agreement for implementing PRESTO at the TTC has been completed. The agreement includes a commitment to develop a detailed project schedule for the overall project through to final implementation and operation and will consist of two major phases: Phase 1 and Phase 2. Discussions between Metrolinx and TTC continue towards developing an overall schedule for Phase 2 and the full implementation of PRESTO at the TTC.</p> <p>The year-to-date spending is negative as it reflects an in-year adjustment of a transfer of funds to the Yards and Roads program that was approved at the May 27, 2015 TTC Board meeting, and will be presented to Council for consideration in a stand alone report at an</p>	2,101	280	280	5,000	1,142	Delayed	POP Legacy fare Collection, POP Legacy Infrastructure and Automated Fare Collection were delayed with the streetcar deployment schedule changes.	11/01/2012	31/12/2020	TBD	Ⓜ	Ⓜ

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Toronto-York Spadina Subway Extension	<p>The design and construction of a 8.6km, six station underground subway extension to the Spadina Subway from Downsview Station to Vaughan Metropolitan Centre. The project was managed by the Toronto Transit Commission, until April 2015 when Bechtel, a third party project management firm, was retained to manage the remainder of the project.</p> <p>Mobilization of Bechtel personnel has already commenced with additional construction management staff being deployed to various site offices as a top priority. Furthermore, as part of the project reset over the next 120 days, Bechtel will re-establish baseline schedule, budget, and relationships with contractors.</p> <p>The TTC will report back to Executive Committee by December 31, 2015 the final estimated project cost as informed by the pending review of construction claims costs by the Chief Executive Officer of the TTC.</p>	543,019	405,825	405,825	2,784,171	2,051,148	On Track		01/01/2006	0	0	Ⓞ	Ⓞ
Scarborough Subway Extension	<p>On October 8, 2013 Council confirmed support for the SSE, comprised of a 7.6km extension and 3 stations. Construction is expected to begin in 2018 and is scheduled to be completed in late 2023.</p> <p>To date, contracts have been awarded for tunnel design, project management, station design, and systems design/management with a total upset limit of \$255 million.</p>	50,502	15,110	15,110	51,704	16,329	Delayed	Delays in hiring staff, awarding consultant contracts, and the environmental assessment process. Identification of the recommended alignment is nearing completion, at which point, design work will begin.	01/01/2014	0	0	Ⓜ	Ⓞ
Solid Waste Management													
DIVERSION SYSTEMS	Staff Report AFS No. 21581 (013BU) approved by Council on Sept 30th requesting \$7.093M cash flow reallocation from 2015 to 2016. Funds for 2nd generation green bin. Expected contract start date is Spring 2016. Initial roll-out expected to be completed in 2017. After that, funds in cash-flow submission are for maintenance of the program.	8,791	5,038	5,038	63,592	27,688	Delayed	RFQ/RFP Delayed	Prior 2010	Dec-16	Dec-17	Ⓜ	Ⓜ
DISCO SSO FACILITY	Commissioning complete. Plant is operating, processing 75,000 tonnes/year of SSO. Contractor making plant modifications to address two remaining deficiencies. Expected completion Dec 31, 2018. This funding was available as contingency before the project is closed. Staff Report AFS No. 21581 approved by Council EX8.26 on Sept 30th reallocating \$1.610M cash flow to 2016.	3,845	314	314	84,492	79,363	Delayed	Contractor Issues	Oct-12	Dec-14	Dec-18	Ⓞ	Ⓜ




APPENDIX 2

Major Capital Projects

(\$000s)

Life -to-Date

Project name	Comments/Issues	2015 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected	Approved Budget	LTD				Planned	Revised		
GREEN LANE LANDFILL	Excavation of 100% of cell 12 completed on schedule and 25% of cell 14 excavation quantities moved up to 2015. Leachate Collection System for cell 12 and west half of cell 10 completed in 2015. Flare 3 construction will not begin until 2016	16,719	9,024	9,024	182,459	34,616	On Track		Jan-07	Dec-15	Dec-15	Ⓚ	Ⓚ
SWM LONG TERM WASTE STRATEGY PLAN	Council approved evaluation criteria at Oct 1 2015 meeting. Technical evaluations and repaid Health Impact Assessment completed. Tech Memo 2 and 3 completed. Public Consultations on draft Waste Strategy during Mar-April 2016. Waste Strategy to PWIC and Council for approval in July 2016. Planning work to develop programs will begin after Council approval is received	1,814	1,065	1,065	4,767	2,146	Delayed	Contract Award Issues	Jan-13	Apr-15	Jul-16	Ⓚ	Ⓚ
Toronto Water													
St. Clair Reservoir Rehabilitation (CPW060-07)	Construction to commence in 2016. Project design had been delayed to allow for extended consultation with the community to address park use related issues.	0	0		0	0	Delayed	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.	2014	2019		Ⓚ	Ⓚ
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	The implementation of biosolids management upgrades at the Highland Creek Treatment plant have been subject to debate regarding the preferred alternative. A report on the updated Environmental Assessment of the project will be considered during the Council meeting on May 3-4, 2016	0	0		0	0	On Schedule		2012	2023		Ⓚ	Ⓚ

On/Ahead of Schedule		>70% of Approved Project Cost
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Project Cost